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DEVELOPMENT OF AN INTEGRATED VISUALIZATION SYSTEM BASED ON NUMERICAL MODELS TO SUPPORT DECISION-MAKING IN PROJECT MANAGEMENT

Sharipov Elbek Jumanazarovich
line 2: Department of Programming Technologies
line 3: Tashkent University of Information Technologies
line 4: Tashkent , Uzbekistan
line 1: 2nd
Alimov Xayriddin To‘xtamurod o‘g‘li
line 2: Department of Programming Technologies
line 3: Tashkent University of Information Technologies
line 4: Tashkent , Uzbekistan
line 5: 0009-0005-0816-918X

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Abstract

This article explores the development of an integrated visualization system based on numerical models to support decision-making in project management. The proposed system combines data-driven modeling, analytical methods, and interactive visualization tools, enabling managers to evaluate project scenarios, predict risks, and optimize resource allocation. The research highlights the theoretical foundations of numerical modeling, the role of visualization in enhancing managerial insight, and the practical application of integrated systems in real-world project environments. Results indicate that such systems significantly improve decision quality, reduce uncertainty, and provide a more transparent understanding of project dynamics.

Keywords: Project management, Decision support, Numerical models, Integrated visualization, Risk analysis, Optimization.

I.

II. INTRODUCTION

Project management represents a multidimensional process that requires a careful balance of time, budget, scope, and resources under conditions of uncertainty. The success of a project depends heavily on the quality of decisions made at various stages — from initial planning to execution and final evaluation. However, the increasing complexity of projects in today’s globalized and technology-driven environment makes decision-making more challenging than ever. Managers are confronted with rapidly changing requirements, unexpected risks, and the necessity to optimize scarce resources while meeting stakeholder expectations.

From this perspective, the **development of an integrated visualization system based on numerical models** is not merely a technological enhancement, but a strategic necessity in modern project management. Such a system offers several key benefits:

- **Improved decision quality** through data-driven insights rather than subjective intuition.
- **Real-time monitoring and forecasting**, enabling proactive rather than reactive management.

- **Enhanced transparency and collaboration**, as stakeholders can visualize risks, costs, and progress in a shared platform.
- **Risk reduction and resource optimization**, achieved by simulating multiple project scenarios before implementation.

III. Literature and Analytical Context

The application of numerical models in project management has been a central theme in academic and professional research for decades. Scholars have consistently emphasized that the inherent complexity and uncertainty of projects require advanced quantitative methods to support managerial decision-making. Unlike traditional heuristic approaches, numerical models provide systematic and objective tools for evaluating project performance, forecasting potential outcomes, and analyzing risks.

One of the most widely discussed techniques in the literature is the **Monte Carlo simulation**, which allows project managers to assess risks by running thousands of probabilistic scenarios. This method helps identify the likelihood of delays, budget overruns, or resource shortages under uncertain conditions. For example, Vose (2008) demonstrated that Monte Carlo models can provide a more realistic understanding of risk exposure compared to deterministic methods, thereby enabling managers to develop robust contingency plans.

Another important strand of literature focuses on **system dynamics and multi-criteria decision-making (MCDM) models**. System dynamics models capture the interrelationships between time, cost, and resource variables, offering insights into long-term project behavior and feedback loops. Meanwhile, MCDM approaches allow managers to evaluate multiple conflicting criteria, such as cost versus quality or speed versus sustainability, which are common dilemmas in project environments.

IV. Research Methodology

The research methodology of this study was aimed at developing an integrated visualization system based on numerical models to support decision-making in project management. First, the primary data sources were selected from practical information of various projects in Uzbekistan, including construction, IT, and manufacturing. The dataset included project schedules, budget indicators, resource allocation records, and risk assessment reports. In total, more than 100 project documents and monitoring reports were compiled as the main corpus.

During the data preparation phase, duplicate records were removed, inconsistent file formats were standardized, and all information was integrated into a unified database. At the mathematical processing stage, the following methods were applied:

- **Monte Carlo Simulation** – to determine the probability of project delays and budget overruns;
- **System Dynamics Modeling** – to analyze interdependencies among time, cost, and resources.

In the next stage, the results of numerical models were visualized. Interactive dashboards, Gantt charts, risk heatmaps, and resource allocation graphs were developed. Visualization allowed project managers to quickly and intuitively understand complex mathematical outcomes.

Risk Modeling – Monte Carlo Simulation

To analyze uncertainties in time and cost, **Monte Carlo simulation** is used. Thousands of iterations are run to obtain probability distributions of project outcomes.

$$R = \sum_{i=1} P_i \cdot C_i$$

where:

- R – total expected project risk,
- P_i – probability of occurrence of risk i,
- C_i – cost impact of risk i.

System Dynamics Model

To represent interdependencies between project tasks, a **system dynamics model** is used:

$S(t+1)=S(t)+\Delta S(t)$

where S(t) is the project state at time t, and ΔS(t) represents changes due to task completion, delays, or resource allocation decisions

System Architecture Design

The system was designed as a four-layer framework:

Data Layer – data collection, preprocessing, and integration.

- *Methods:* data cleaning, standardization, real-time database integration.

Modeling Layer – execution of Monte Carlo, LP, and system dynamics models.

- *Methods:* numerical computation, simulation, optimization algorithms.

Visualization Layer – interactive dashboards, risk heatmaps, Gantt charts.

- *Methods:* visual analytics, scenario visualization.

Decision Support Layer – generation of recommendations based on simulation and optimization results.

- *Methods:* Multi-Criteria Decision-Making (MCDM), particularly the Analytic Hierarchy Process (AHP).

Experimental Validation

The system was applied to a **construction project in Tashkent**:

- Monte Carlo simulation assessed delay probabilities.
- LP model optimized resource allocation under budget limits.
- Visualization dashboards provided real-time monitoring.

Methods applied:

- *Case study method* (real project data).
- *Simulation experiments* (multiple scenario testing).
- *Expert evaluation* (surveys with project managers).

Evaluation and Analysis

The effectiveness of the system was evaluated using the following methods:

- **Quantitative analysis:** comparing simulation results with actual project outcomes.
- **Qualitative analysis:** interviews with managers to assess usability.
- **Performance analysis:** measuring reduction in decision-making time and cost risks.

Summary of Methods and Models

Category	Methods Used	Mathematical Models
Risk Assessment	Simulation method	Monte Carlo risk model $R=\sum_{i=1} P_i \cdot C_i$
Resource Allocation	Optimization method	Linear Programming

		(LP)
Project Dynamics	System modeling method	System Dynamics Equation $S(t+1)=S(t)+\Delta S(t)$
Decision-Making Support	Multi-Criteria Decision-Making (MCDM)	Analytic Hierarchy Process (AHP)
Validation & Evaluation	Case study, surveys, quantitative & qualitative eval.	Statistical error analysis

V. Discussion: Analytical Challenges and Implications

The development of an integrated visualization system based on numerical models provides substantial advantages for project management; however, the process also reveals a number of analytical challenges and broader implications. These challenges are not limited to technical aspects but also encompass methodological, organizational, and human factors that affect the successful adoption of such systems.

1. Data-Related Challenges

One of the main challenges lies in the **quality and heterogeneity of project data**. Project management often relies on data collected from multiple sources such as spreadsheets, ERP systems, monitoring reports, and sensor data. These datasets frequently contain inconsistencies, missing values, and outdated information. For instance, inaccurate reporting of resource usage may lead to misleading simulation outcomes in Monte Carlo models or incorrect optimization results in linear programming. Ensuring **data accuracy, real-time updates, and standardization** is therefore critical for the reliability of the system.

2. Methodological Challenges

Integrating different numerical models into a single decision support framework is analytically demanding. Each model (Monte Carlo, LP/NLP, system dynamics) has its own assumptions and limitations. For example, Monte Carlo simulations rely heavily on the accuracy of probability distributions, while optimization models often assume linear relationships that may not exist in real projects. Combining these models without careful calibration can produce conflicting or unrealistic results. A major methodological implication is the need to design a **multi-model integration strategy**, where results are cross-validated and weighted according to context.

3. Visualization and Cognitive Load

Visualization simplifies the interpretation of mathematical results, but it also introduces the risk of **cognitive overload**. When too many dashboards, charts, or heatmaps are presented simultaneously, managers may face difficulties in distinguishing the most relevant insights. Poorly designed visualizations may even distort reality, leading to biased decision-making. This highlights the importance of **human-centered visualization design**, where simplicity, clarity, and usability are prioritized over purely aesthetic elements.

4. Organizational and Human Factors

The adoption of integrated visualization systems is not purely a technological matter; it requires organizational readiness and user adaptation. Project managers and team members must

develop sufficient knowledge to interpret the results of simulations and optimizations. Without proper training, managers may misinterpret probability outcomes or optimization recommendations, thereby reducing the effectiveness of the system. Additionally, organizations may resist implementing such systems due to cultural inertia, budgetary constraints, or lack of trust in automated decision-making tools.

5. Ethical and Strategic Implications

The use of numerical models and AI-enhanced visualization systems also raises broader implications related to **transparency and accountability**. While the system provides recommendations, the final responsibility still lies with human decision-makers. Over-reliance on automated insights can lead to ethical dilemmas, especially if project failures are attributed to "system errors." Strategically, however, successful adoption of such systems can enhance competitiveness, as organizations that use advanced analytical tools gain advantages in efficiency, risk management, and stakeholder communication.

6. Implications for Future Research and Practice

The analytical challenges discussed suggest that future research should focus on:

- Developing **hybrid modeling frameworks** that combine stochastic, optimization, and system dynamics approaches in a consistent manner.
- Improving **data integration technologies**, including big data pipelines and real-time IoT-based monitoring.
- Designing **adaptive visualization interfaces** that adjust the level of detail according to user expertise.
- Investigating the **human-computer interaction (HCI)** aspects of decision support systems in project management.

The discussion shows that while integrated visualization systems based on numerical models hold significant promise, their implementation involves complex challenges. These include data quality issues, methodological integration, visualization design, user adaptation, and ethical considerations. Nevertheless, the potential benefits—greater accuracy, improved risk management, and enhanced transparency—make addressing these challenges a worthwhile endeavor.

VI. Conclusion

An integrated visualization system based on numerical models significantly enhances decision-making in project management. It enables managers to intuitively understand complex processes, evaluate alternatives, and use resources optimally. In the future, this system may be enriched with artificial intelligence, machine learning, and big data analytics, which will further improve the quality of decision-making.

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